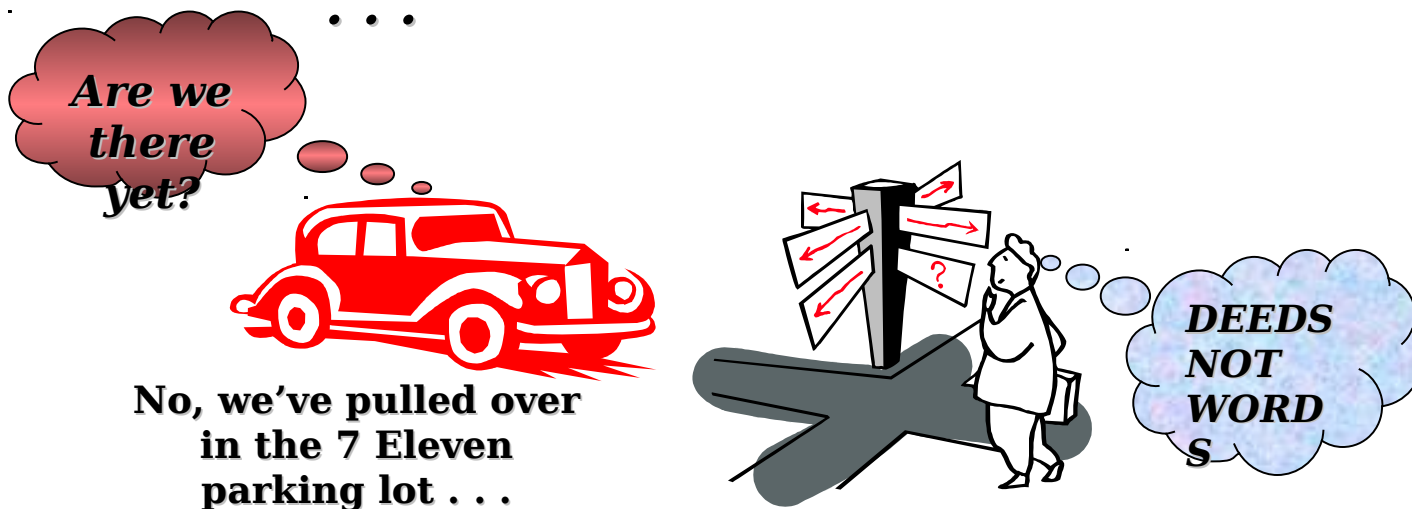




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The Road to Success

South Pacific Division Regional Business Center *Implementation of USACE 2012*



**Keeping the Corps Relevant By
Developing Human Capital for the
Future**

ONE TEAM, LEARNING ORGANIZATION, CAPABLE OF OPERATING VIRTUALLY



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The Environment - 2004

Customers say:

*"Deliver cheaper, better,
faster."*



GWOT - sharing of expertise; become more expeditionary

P2 - cost, complexity, link to CEFMS (pay labor)

New Chief of Engineers - direction, priorities

A76 - Brain Drain (leave early)

Retirement eligible population - youth outstanding

Rising cost of living in California (recruiting impact)

Technical Expertise - design build vs Regional Design Center

Civil Works - business line budgeting (reduce flexibility)

- workload leveling (Capable Workforce)

- shifting priorities (OM, CG, GI)

- political (just in time funding)

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MILCON - build to lease housing

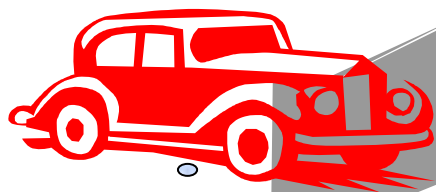
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Division

People ... ~~Priorities:~~

Enjoy work, challenge processes and implement new ideas, feel they are vital part of regional business center.

RBC ... Business-like, regional team of district teams ...engineer organization of choice.



DEEDS
NOT
WORDS

**An O&M
Organization:**

Maintain Existing
Infrastructure

One Corps - Serving the

Nation:
Caring: People are always first

Credible: Accountable, open, honest engineer solutions - best analyses; Corps seen as balancer of competing interests - honest broker

Competent: Employ best technology - all sources

Cost Effective: Best value engineers - cost, quality, schedule

Customer Focused: Contributes to Partner, customer, stakeholder objectives

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Committed: Service oriented,



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What Does Right Look Like?

**Our Mission: Deliver Projects: Best
Quality, Least Cost, On Schedule through:**

Regional workforce development and workload
leveling

Teamwork - regional and district identity

“One HQ” adds value to districts

Regional/USACE Standards and metrics - leading
indicators

Speaking with One Voice - effective
communications

**USACE Must Respond to Today's
missions
Environment**

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What Are We Doing?

Revised Leader Development Program - 4 Tier; Utilization after Tier 3

Revised Awards Policy

Offered VERA/VSIP

Actively Supporting Competitive Sourcing - PWS team members

Personnel Head on regional strategic leadership team

Establishing Communities of Practice - technical expertise

Establishing Military Personnel Support System

Establishing Metrics - offered to take lead for USACE

Communicating to employees - *Listening*: unions, town halls, "Friday Notes"

Key to Workforce Development: Develop and Leverage Capacity Within Region and Within Corps, Districts Cannot Go It Alone Anymore

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What Assistance Do We Need in
Order to Develop Human Capital
For the Future?

**Personnel Support Mission: Assist
Commanders While Serving Military and
Civilian Employees to the Fullest**

Be Responsive – accurate and timely; creative;
challenge status quo

Actively Advise – broader than executing personnel
actions (G1)

Set and Enforce Clear Standards

Actively participate in regional business deliberations

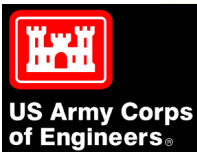
Create Flexibility – No More Pittsburgh situations

Assist with reshaping the headquarters

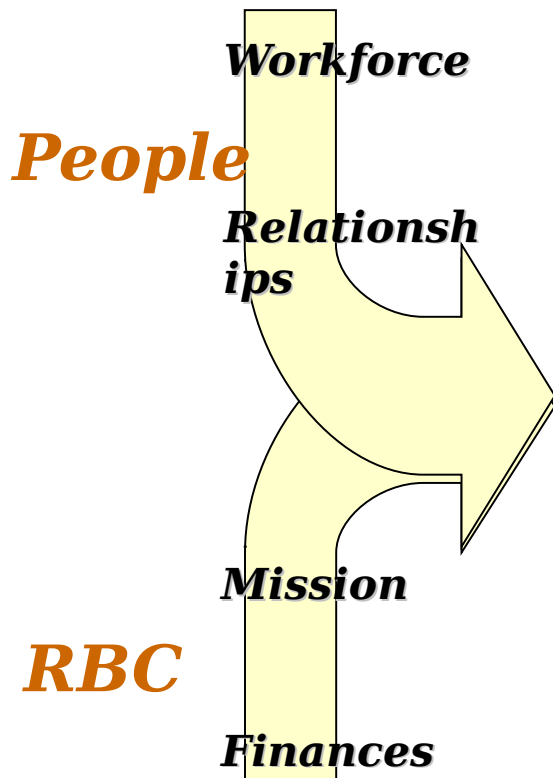
***Keep One eye on the horizon and one
foot in the mud.***

Need relocation options – attract mid level

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Way Ahead - Developing the Campaign Plan



Jul '04

New Chief of Engineers

New District Engineers - 100% turnover in SPD

Aug '04

USACE Senior Leaders Conference

SPD "DE Assessment Tour" - What works?

WCPOC and DE Workgroup- Initial Campaign Plan

Sept '04

Draft SPD Campaign Plan

Prep for Command Strategic Review (CSR)

Performance Appraisals

Oct '04

USACE Senior Leaders Transition Conference

SPD "4 Pack" - Draft Campaign Plan to Regional Management Board (RMB)

USACE PDT Conference

12 Engineers to Iraq

SPD CSR - Identify enablers

Nov '04

Implement Regional Performance Metrics

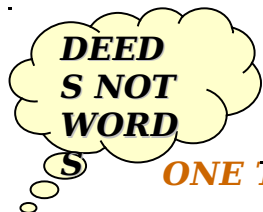
Dec '04

Begin Reshaping Regional Headquarters

Jan '05

SPD Strategic Planning Conference - Final Campaign Plan

Jan '05 - - EXECUTE!



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Summary



o Ensure The Corps is Relevant in the Future:

- **Have a sense of urgency about today's environment.**
- **Develop human capital regionally, nationally to support workload leveling efforts and expeditionary role of Corps.**
- **Actively participate in and contribute to strategic decision making and the *business* of our business.**

Keep One eye on the horizon and one foot in the mud.

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Backup Slides

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Relationships

Mission

RBC

***DEED
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